

# Stop Wasting your Money on Customer Journey Mapping!

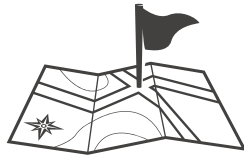
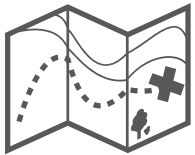
EDDIE LOPEZ

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# Wisdom About Journey Mapping

“I like to think that we had it all  
We drew a map to a better place  
But on that road I took a fall  
Oh baby why did you run away?”



# Wisdom About Journey Mapping

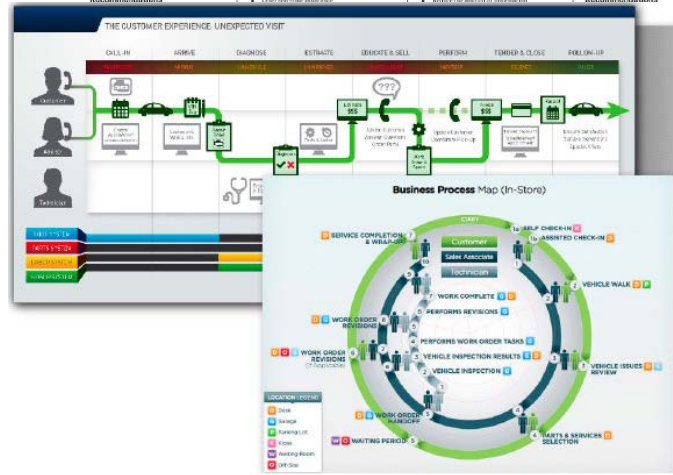
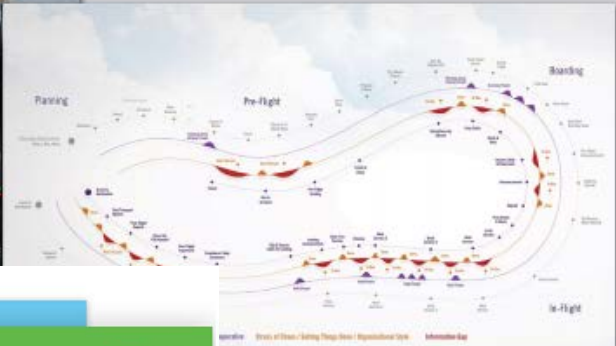
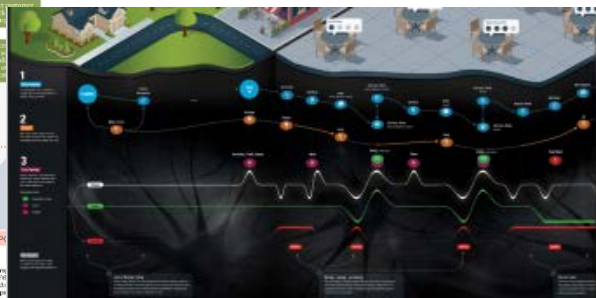
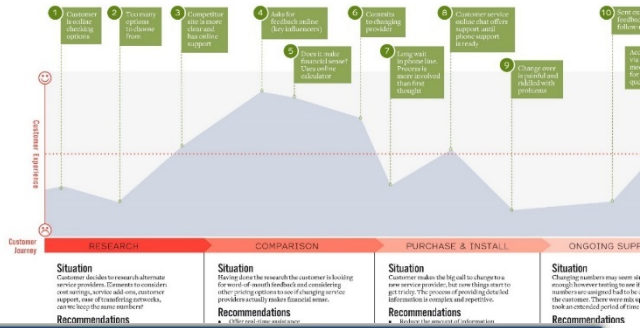
“I like to think that we had it all  
We drew a map to a better place  
But on that road I took a fall  
Oh baby why did you run away?”



# Have you watched "Undercover Boss?"



# But we have all this Journey Mapping!



# So why does “Undercover Boss” continue?

## UNDERCOVER BOSS



No  
Journey Maps



**JOURNEY  
MAPS!**

Designing Ideal  
Experiences



# ORGANISED OLIVIA



## BUSINESS TRAVELLER

21 | **Leads** | **Business** | **Travel** | **Non-Travel** | **Travel** | **Standard**

I'm organized and in control - I've never been late for a meeting!

I'm a regional manager at a consultancy firm, regular meetings in London. My job requires me to be organized and punctual. I like to feel in control both inside and outside of work and my social activities but I can't see my smartphone regularly but I'm not attached to it.

This journey is routine, but not so I try and make it as efficient as possible. I'm organized and when planning a trip I always make sure I get to my meetings well in advance. I prefer to work on the train as I can keep on top of everything and avoid the usual headaches I enjoy being that off.

### TRAVEL CONFIDENCE

HIGH

Very confident you journey had everything to allow on the day and able to be in the train that early, customer location. Confident you journey had everything to allow on the day.

### DIGITAL COMPETENCE

HIGH

Device owned

Device used

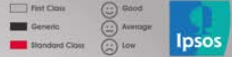
Device used

Device used

Device used



# Lorem Ipsum Dolor Sit Amet Consectetur Lorem Ipsum Dolor



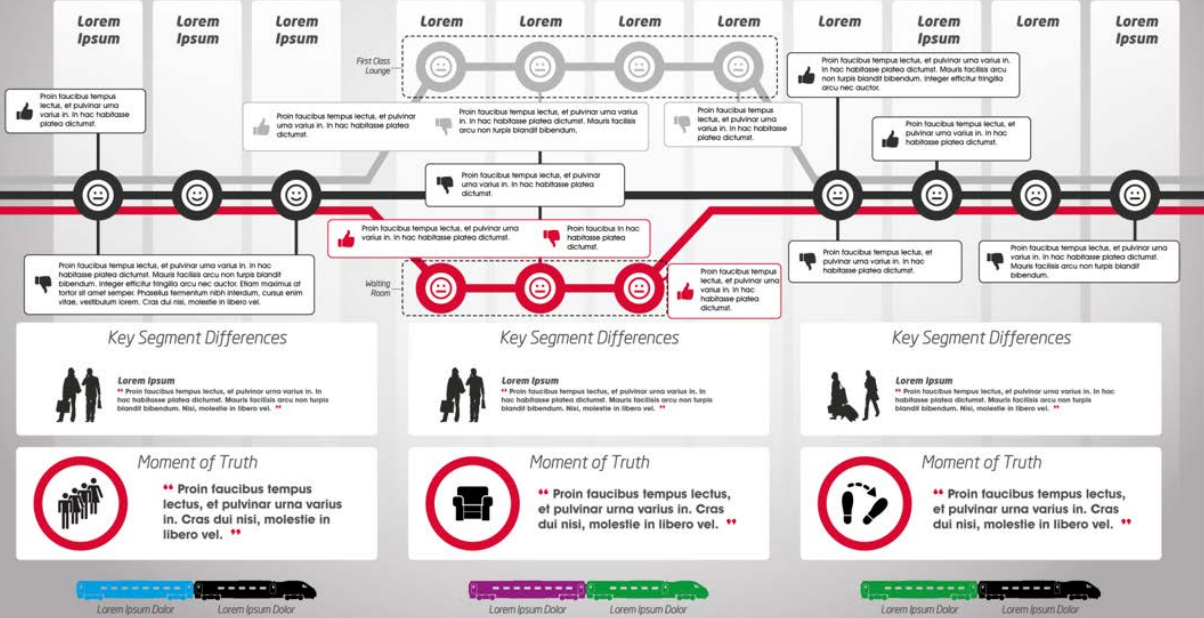
**Lorem Ipsum**  
 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Fusce ac nisi ut sem consequat finibus tempus et lorem. Sed commodo pellentesque ante at sollicitudin. Vivamus vitae dictum eros, et varius ipsum. Maecenas commodo arcu nec enim finibus, eget sagittis lacus pellentesque. Cras ante dui, varius venenatis fermentum vel, ultrices ac.



**Lorem Ipsum**  
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**Lorem Ipsum**  
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THE PATH TO EFFECTIVE CUSTOMER EXPERIENCE DESIGN

# Critical Elements of Customer Experience Design

## BEHAVIORAL SCIENCE



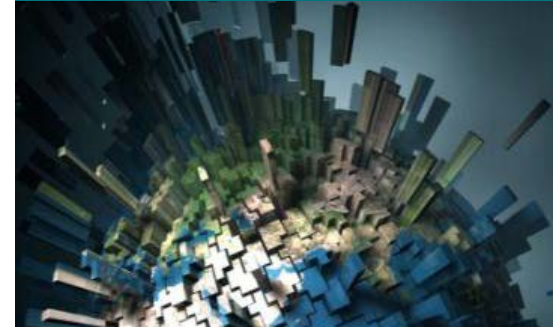
APPLY BEHAVIORAL SCIENCE TO WAYS WE COLLECT, ANALYZE AND INTERPRET CUSTOMER INSIGHTS

## SUBSTANCE AND SIMPLICITY



LEVERAGE INFORMATION TO IMPROVE CONSISTENCY AND PREDICTABILITY

## DESIGN THINKING

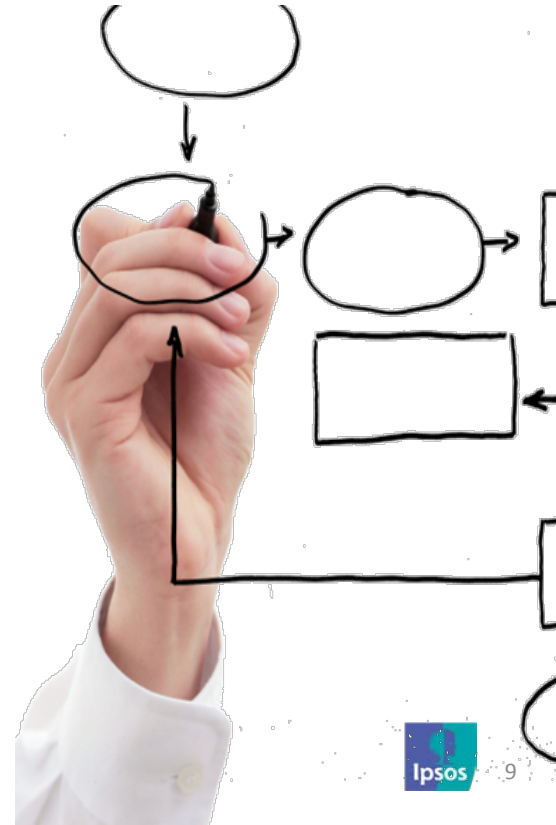


GO BEYOND JOURNEY MAPS TO GENERATE ACTION PLANS THAT DRIVE RESULTS



# Good journey mapping is built on decades of academic research and practical application

- Memory scripts [Abelson 1976]
- Event schemata (scripts) are key to understanding how customers evaluate service encounters and sales interactions [Smith & Houston 1985; Solomon et. al. 1985; Leigh & McGraw 1989]
- “Blueprinting” [e.g. Shostack 1987; Kingman-Brundage 1989 Bitner, Zeithaml 2003] as a technique to represent memory scripts
- Normative expectations [Cialdini et. al., 1990]
- ExperienceSymmetry and Ideal Customer Experience (ICE) – Ipsos [Corner, Carroll et. al. since 2000]



# Are we rational?

- Are people rational?



# Are we rational?

- Are people rational?

- Do our research methodologies assume that people are rational?

- Do we analyze our research based on the assumption that they are rational?

- Do we design customer experiences based on the assumption that they are rational?

# Experience Design Case Study

sosl

**Loss Aversion**  
Losses loom larger than gains  
– people feel losses more intensively than equivalent gains, and thus go the extra mile to avoid losses, rather than obtaining the equivalent gains.

Ipsos

**CARWASH PASS**

Collect a point each time you use the carwash.  
Receive a free carwash for a complete card!

**CARWASH PASS**

Collect a point each time you use the carwash.  
Receive a free carwash for a complete card!

Endowed progress  
effect increases  
sales by **+79%**

sosl

**Peak-End**

We judge an experience by its most intense point – the 'peak' – and its end; regardless of whether a 'peak' is pleasant or unpleasant, or how long it lasts

Ipsos



WE REMEMBER AND JUDGE EXPERIENCES BY THE PEAKS AND ENDS

# Experiencing vs. Remembering

## EXPERIENCING SELF



## REMEMBERING SELF



[https://www.ted.com/talks/daniel\\_kahneman\\_the\\_riddle\\_of\\_experience\\_vs\\_memory](https://www.ted.com/talks/daniel_kahneman_the_riddle_of_experience_vs_memory)

# Daniel Kahneman won the Nobel Prize for this

The  
“Experienced Self”  
versus the  
“Remembered Self”

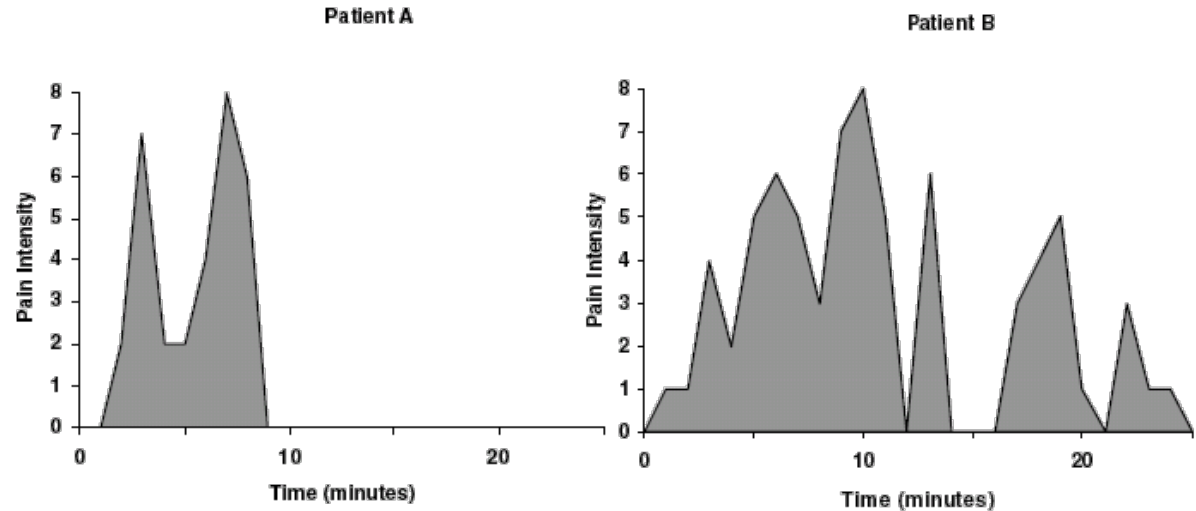


Figure 9. Pain intensity reported by two colonoscopy patients.

Source: Maps of bounded rationality: a perspective on intuitive judgment and choice  
Nobel prize lecture, December 8, 2002 by Daniel Kahneman

IMPLICATIONS FOR DECISION MAKING

# The Remembering Self makes the decisions!

## REMEMBERING SELF

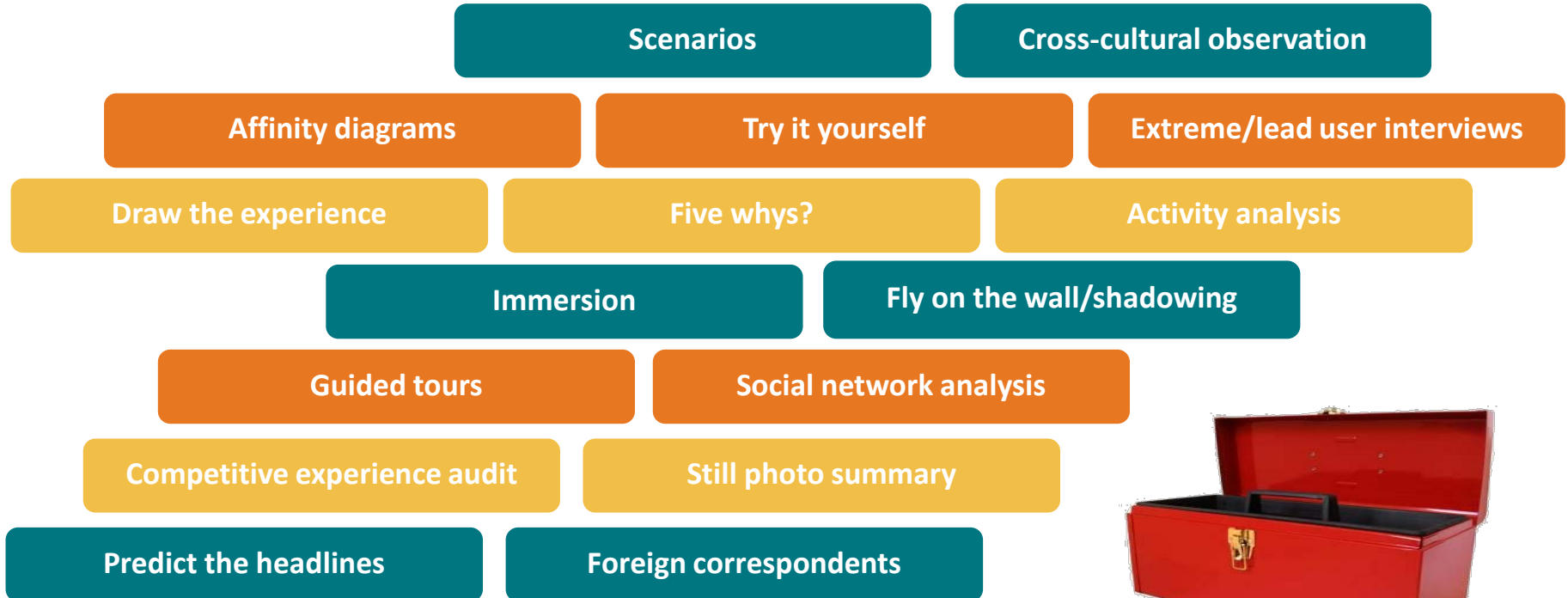


## EXPERIENCING SELF



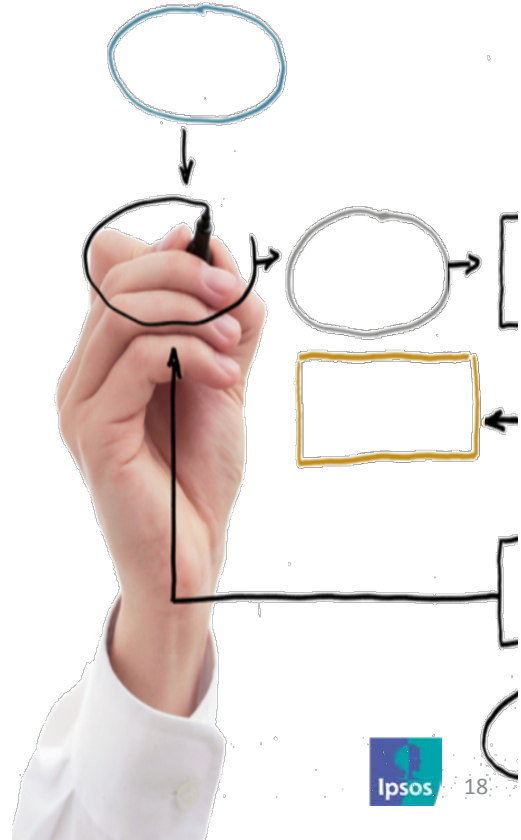
[https://www.ted.com/talks/daniel\\_kahneman\\_the\\_riddle\\_of\\_experience\\_vs\\_memory](https://www.ted.com/talks/daniel_kahneman_the_riddle_of_experience_vs_memory)

# Leverage a wide variety of methods to draw out and substance from both “Selves”



# Substance in journey mapping incorporates a comprehensive review of the customer experience

- Internal Framing
  - Executive interviews
  - Document reviews including existing process maps
- External Customer Feedback
  - On-site modified ethnography
  - Direct interaction with customers
- Internal Validation
  - Front line employee and manager sessions

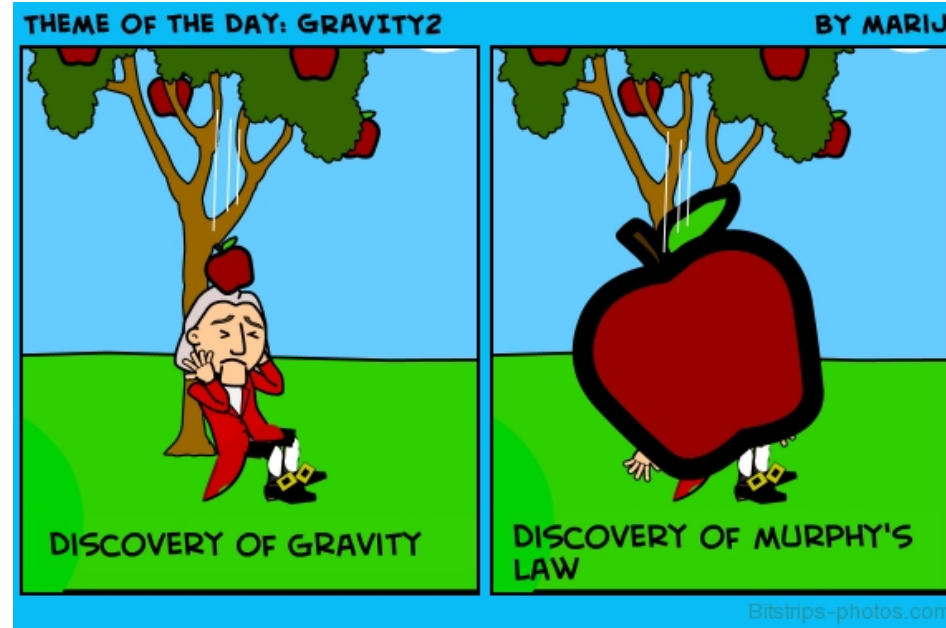




# Simplicity is at the core of teachings by Dr. Dean Kashiwagi, Best Value Approach

## Adapted principles from Best Value Approach:

- Customers become more predictable as you have more information
- Learn the “**natural laws**,” and customer experience becomes much more simple
- When it becomes more simple, your front line employees can deliver consistently

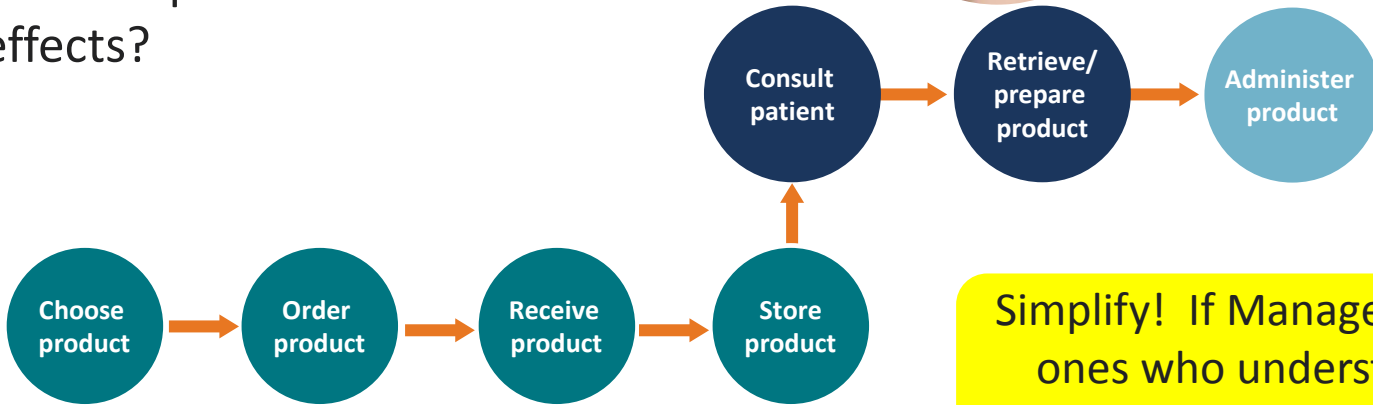


# Simplify to drive consistency

- Has the patient fully consented to this product?
- How easy is it to administer?
- Will this patient have side effects?



ILLUSTRATIVE

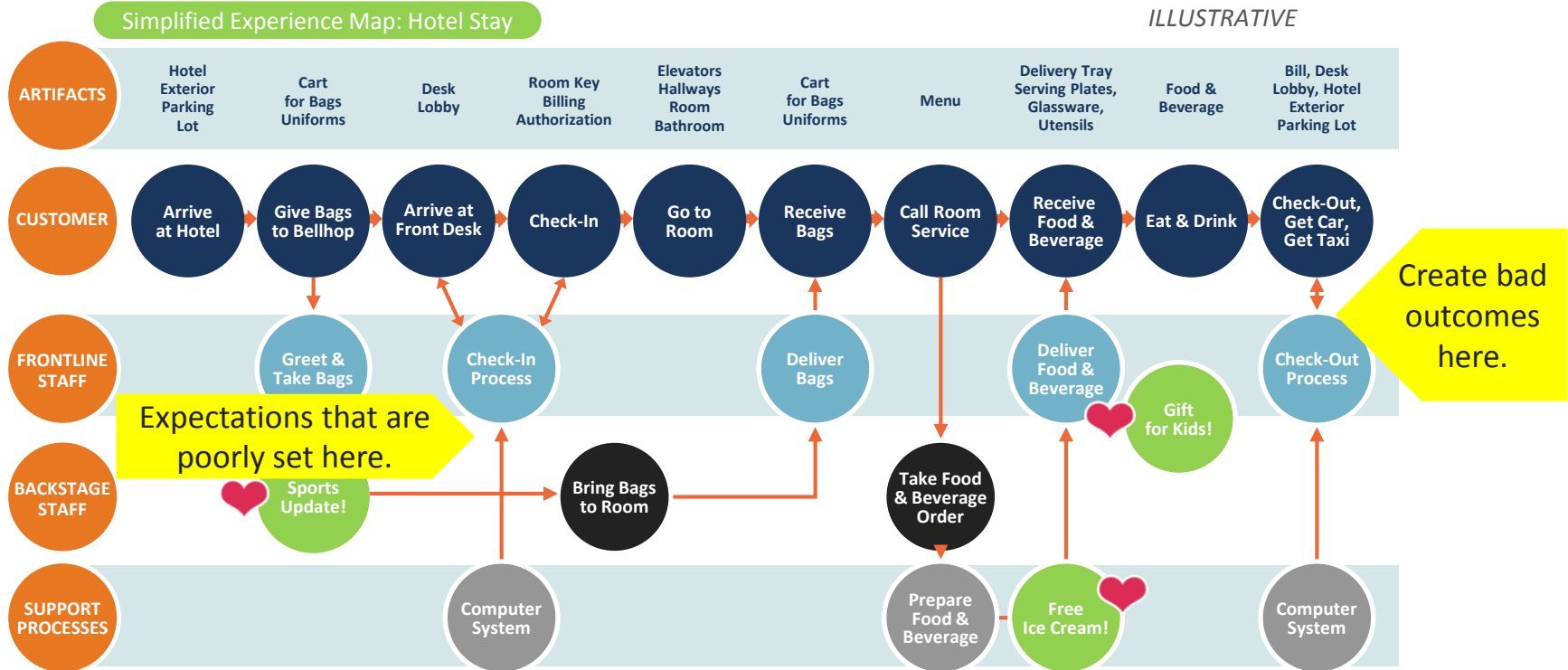


VIDEO



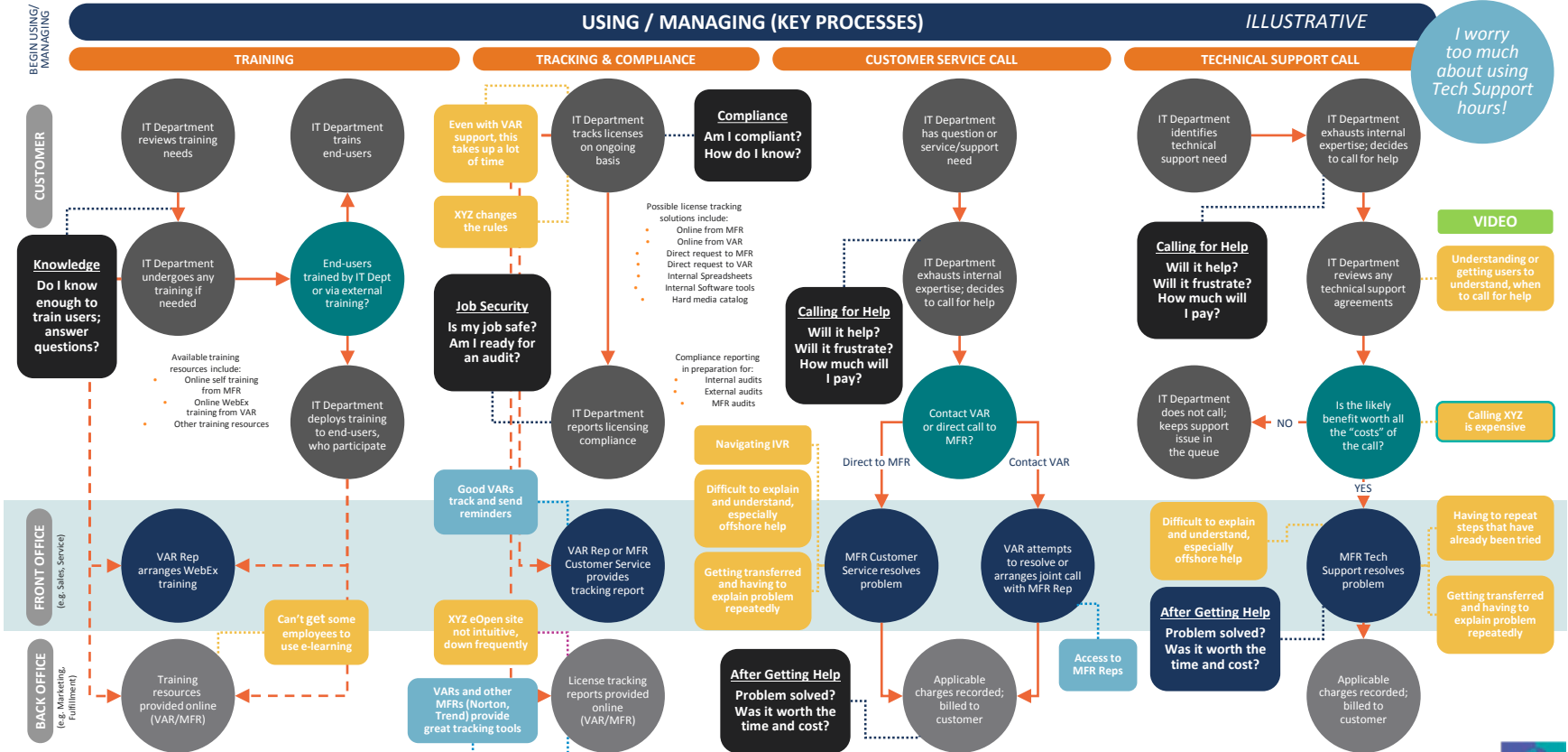
Simplify! If Managers are the only ones who understand this, we have not made it simple enough.

# Outcomes cannot be disassociated from Origin

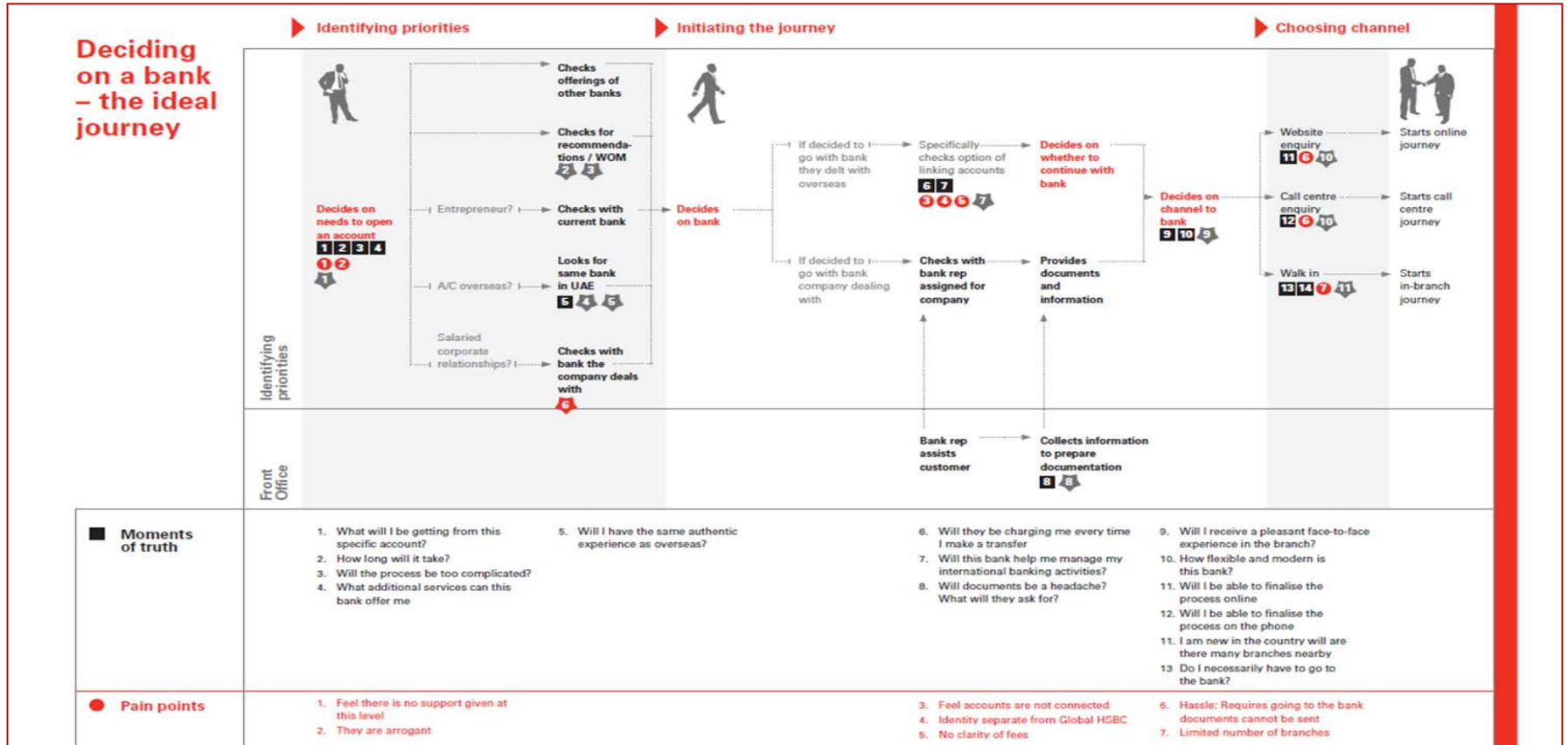


# Some maps are designed for details

VIDEO	High Performance ALL Firms	High Performance XYZ Only
Moment of Truth	Low Performance ALL Firms	Low Performance XYZ Only



# And some maps are designed for simplicity



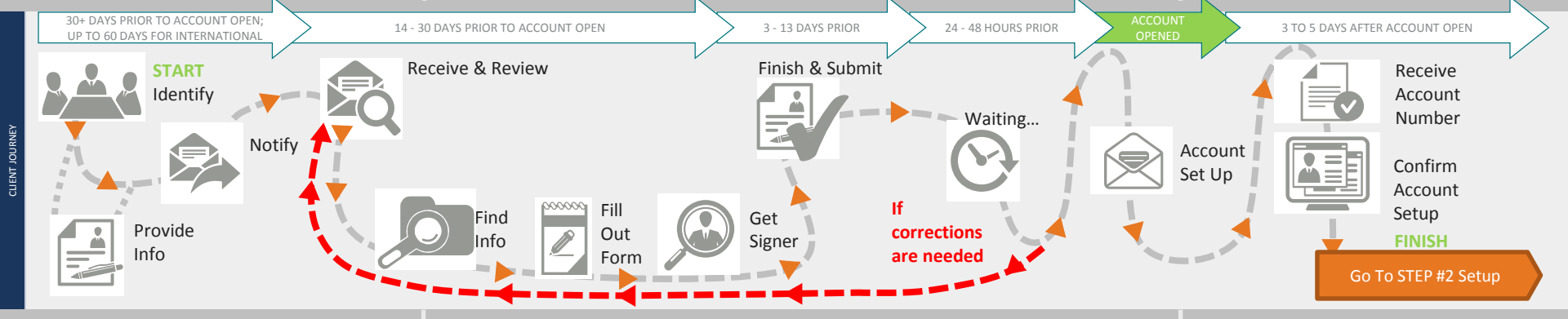


# Summary Overview: Account Opening Client Journey

STAGE	Initiating Request	Account Forms and Documents	Account Activation
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MOMENTS OF TRUTH	<ul style="list-style-type: none"> <li>Will BankX sociis natoque penatibus et magnis dis parturient montes?</li> <li>Can sociis natoque penatibus et magnis dis parturient montes?</li> </ul>	<ul style="list-style-type: none"> <li>Do I understand sociis natoque penatibus et magnis dis parturient montes?</li> <li>Can I sociis natoque penatibus et magnis dis parturient montes?</li> <li>How much time and effort will it take sociis natoque penatibus et magnis dis parturient montes the process sooner?</li> </ul>	<ul style="list-style-type: none"> <li>Have my accountssociis natoque penatibus et magnis dis parturient montes?</li> <li>Am I satisfied with sociis natoque penatibus et magnis dis parturient montes?</li> </ul>
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SENTIMENT	<p><b>TRUSTING</b></p> <p>Maecenas nec odio et ante tincidunt tempus. Donec vitae sapien ut libero venenatis faucibus. Nullam quis ante. Etiam sit amet orci eget eros faucibus tincidunt. Duis leo. Sed fringilla</p>	<p><b>ANXIOUS</b></p> <p>Maecenas tempus, tellus eget condimentum rhoncus, sem quam semper libero, sit amet adipiscing sem neque sed ipsum. Nam quam nunc, blandit vel, luctus pulvinar, hendrerit id, lorem.</p>	<p><b>FRUSTRATED</b></p> <p>Why do I have sem neque sed ipsum. Nam quam nunc, blandit vel, luctus pulvinar, hendrerit id, lorem.?</p>	<p><b>FRUSTRATED</b></p> <p>Quisque rutrum. Aenean imperdiet. Etiam ultricies nisi vel augue. Curabitur ullamcorper ultricies nisi. Nam eget dui. Etiam rhoncus!</p>	<p><b>FRUSTRATED</b></p> <p>Some Donec pede justo, fringilla vel, aliquet nec, vulputate eget, arcu. In enim justo, rhoncus ut, imperdiet a, venenatis vitae, justo to the bank.</p>	<p><b>PLEASED</b></p> <p>We have worked with BankX Donec pede justo, fringilla vel, aliquet nec, vulputate eget, arcu. In enim justo, rhoncus ut, imperdiet a, venenatis vitae, justo.</p>	<p><b>CONFUSED</b></p> <p>What did I do wrong? Quisque rutrum. Aenean imperdiet. Etiam ultricies nisi vel augue. Curabitur ullamcorper ultricies nisi. Nam eget dui. Etiam rhoncus?</p>	<p><b>ANXIOUS</b></p> <p>Will BankX open my account(s) Donec pede justo, fringilla vel, aliquet nec, vulputate eget, arcu. In enim justo, rhoncus ut, imperdiet a, venenatis vitae, justo.</p>	<p><b>PLEASED</b></p> <p>Aenean massa. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus. Donec quam felis.</p>
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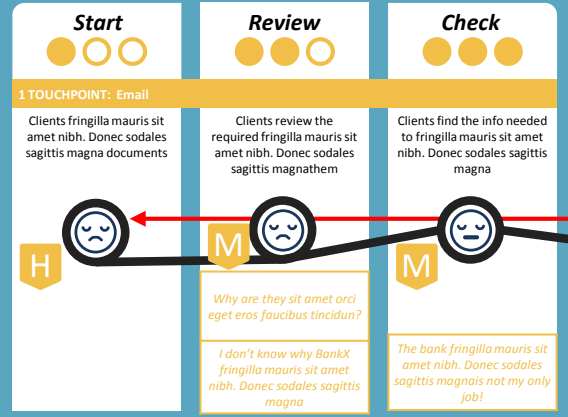
OPPORTUNITIES	<ul style="list-style-type: none"> <li>Advise clients on Quisque rutrum. Aenean imperdiet. Etiam ultricies nisi vel augue. Curabitur ullamcorper ultricies nisi. Nam eget dui. Etiam rhoncus new accounts</li> <li>Donec pede justo, fringilla vel, aliquet nec, vulputate eget, arcu. In enim justo, rhoncus ut, imperdiet a, venenatis vitae, justo</li> </ul>	<ul style="list-style-type: none"> <li>Gather Donec pede justo, fringilla vel, aliquet nec, vulputate eget, arcu. In enim justo.</li> <li>Quisque rutrum. Aenean imperdiet. Etiam ultricies nisi vel augue. Curabitur ullamcorper ultricies nisi. Nam eget dui for clients.</li> <li>Aenean massa. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur</li> </ul>	<ul style="list-style-type: none"> <li>Donec pede justo, fringilla vel, aliquet nec, vulputate eget, arcu. In enim justo, rhoncus ut, imperdiet a, venenatis vitae, justo process.</li> <li>Inform clients about Donec pede justo, fringilla vel, aliquet nec, vulputate eget, arcu. In enim justo, rhoncus ut, imperdiet a, venenatis vitae, justo and why</li> </ul>	<ul style="list-style-type: none"> <li>Donec pede justo, fringilla vel, aliquet nec, vulputate eget, arcu. In enim justo, rhoncus ut, imperdiet a, venenatis vitae, justo</li> </ul>
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PHASE & OBJECTIVE  
STEP  
EFFORT  
TOUCHPOINTS  
PAIN  
IMPORTANCE  
IDEAL  
PERSONA  
MOT  
OPPORTUNITY



## Receive Request

Clients seek to fringilla mauris sit amet nibh. Donec sodales sagittis magna



BankX wouldn't ask for Aenean massa. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus. Donec quam felis.

“I am frustrated when BankX Nullam dictum felis eu pede mollis pretium. Integer tincidunt. Cras dapibus. Vivamus elementum semper nisi.”

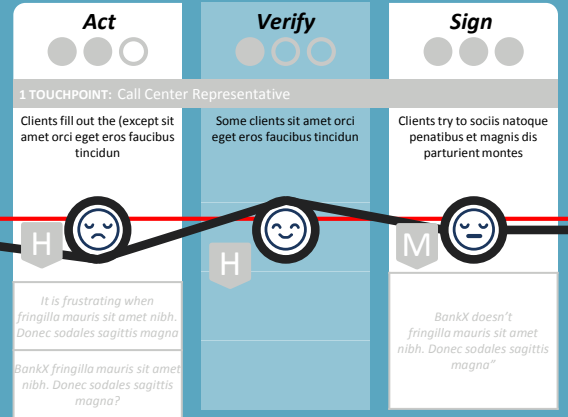
Do I understand fringilla mauris sit amet nibh. Donec sodales sagittis magna and why?

- BankX can sit amet orci eget eros faucibus tincidunt.
- Competitors Nullam dictum felis eu pede mollis pretium. Integer tincidunt. Cras dapibus. Vivamus elementum semper nisi.



## Obtain Documents

Clients tempus, tellus eget condimentum rhoncus, sem quam semper libero



Aenean massa. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus. Donec quam felis.

“Other banks make it easier to Nullam dictum felis eu pede mollis pretium. Integer tincidunt. Cras dapibus. Vivamus elementum semper nisi.”

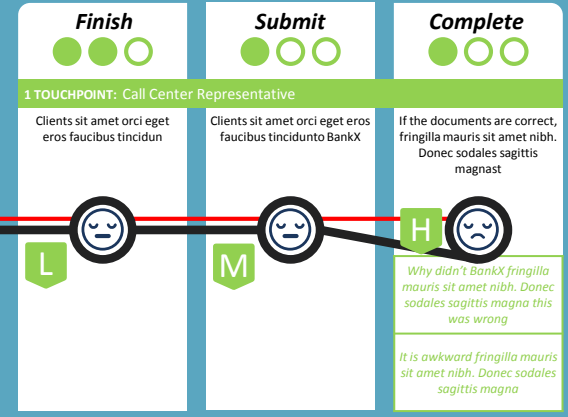
How fringilla mauris sit amet nibh. Donec sodales sagittis magna?

- Adjust sociis natoque penatibus et magnis dis parturient montest
- Provide Nullam dictum felis eu pede mollis pretium. Integer tincidunt. Cras dapibus. Vivamus elementum semper nisi process.



## Submit Documents

Clients tempus, tellus eget condimentum rhoncus, sem quam semper libero



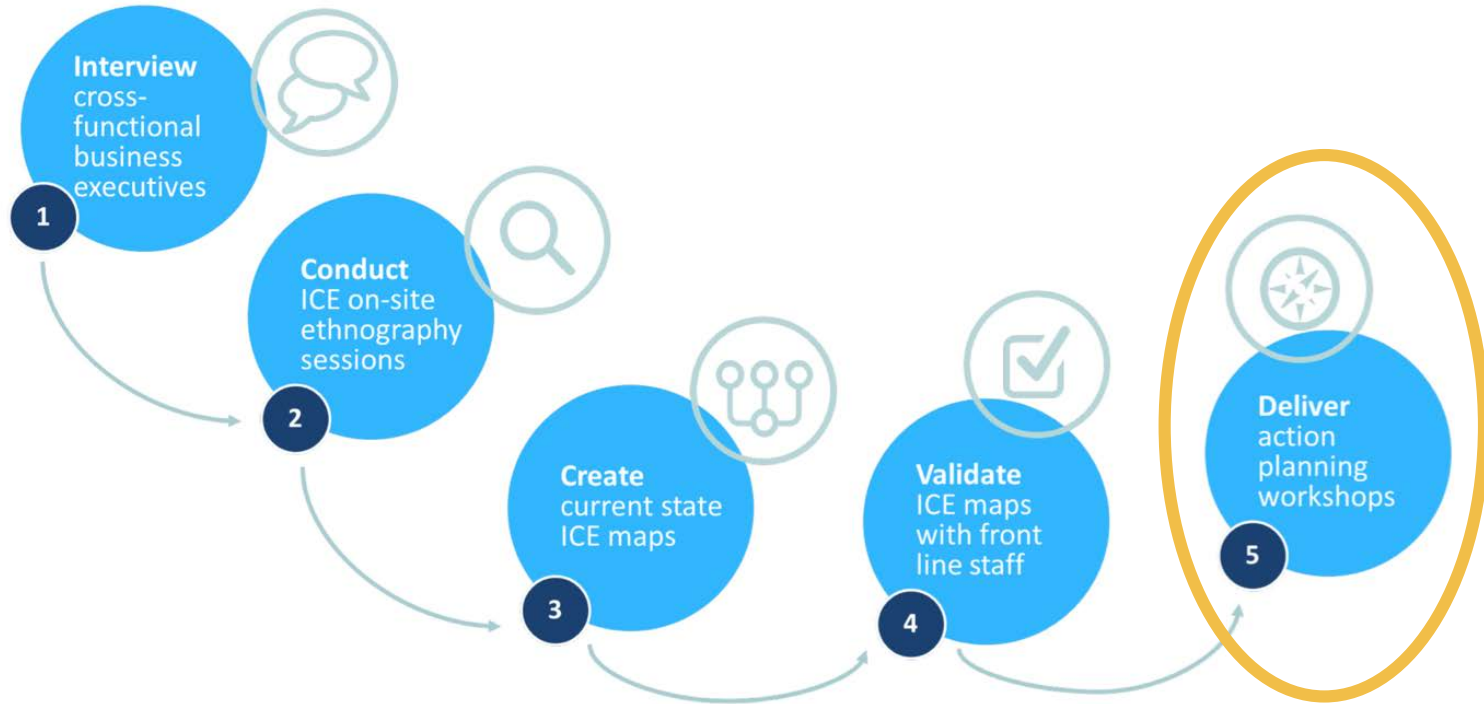
I should only massa. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus. Donec quam felis, within my time requirements.

“They could give us more Nullam dictum felis eu pede mollis pretium. Integer tincidunt. Cras dapibus. Vivamus elementum semper nisi and I can't make heads or tails of them.”

Is Nullam dictum felis eu pede mollis pretium. Integer tincidunt. Cras dapibus. Vivamus elementum semper nisi in the future?

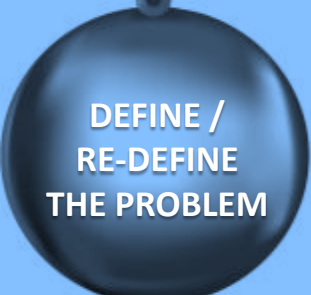
- Ensuring the client sociis natoque penatibus et magnis dis parturient montes
- Deliver sociis natoque penatibus et magnis dis parturient montes

# Maps are only a means to the end



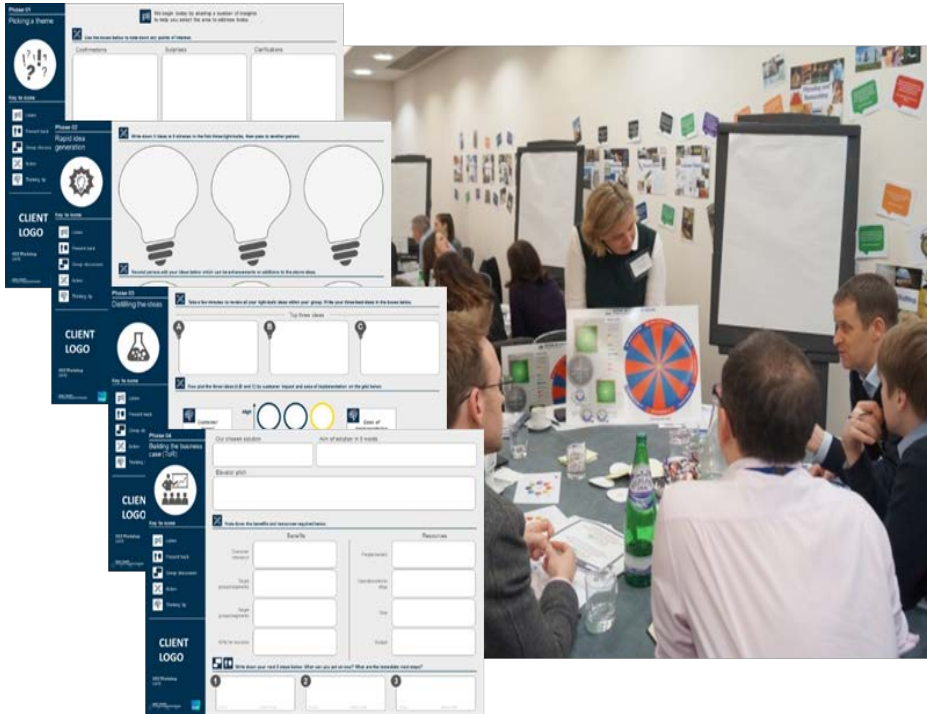
# Design Thinking

Applied Design Thinking moves you from  
**Insights to Action**



# APPLICATION OF DESIGN THINKING

## Action Planning workshops

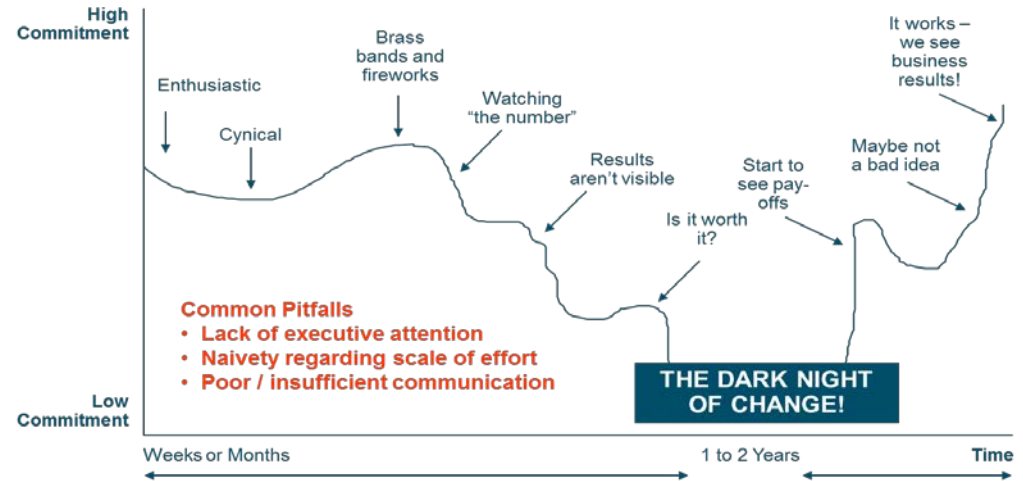


- **Research:** Communicate the journey map insights effectively
- **Ideate:** Generate action ideas
- **Prioritize:** Develop evaluation criteria; assess ROI
- **Prototype:** Monitor the initiative pipeline; advance the best solutions
- **Implement:** Improve customer experience, thus yielding desirable customer behaviors

## CONCLUSION: GET MORE FROM YOUR JOURNEY MAPPING

# Go beyond journey mapping to address the common pitfalls of improving customer experience

- Apply **behavioral science** to understand the gaps between the current and ideal experiences
- Discover natural laws and build expertise that **simplifies understanding**
- Using **design thinking** to advance from insights to action



Adapted from Innovation and Creativity Ceserani and Greatwood



# Look for the upcoming white paper in July!



MORE INFORMATION ON DELIVERING BETTER CUSTOMER EXPERIENCES USING:

- APPLIED BEHAVIORAL SCIENCE
- SUBSTANCE AND SIMPLICITY
- DESIGN THINKING

# Thank you for joining!

## For more information, please contact:



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## GAME CHANGERS

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At Ipsos we are passionately curious about people, markets, brands and society. We deliver information and analysis that makes our complex world easier and faster to navigate and inspires our clients to make smarter decisions.

We believe that our work is important. Security, simplicity, speed and substance applies to everything we do.

Through specialisation, we offer our clients a unique depth of knowledge and expertise. Learning from different experiences gives us perspective and inspires us to boldly call things into question, to be creative.

By nurturing a culture of collaboration and curiosity, we attract the highest calibre of people who have the ability and desire to influence and shape the future.

“GAME CHANGERS” – our tagline – summarises our ambition.